Business Plan

2017–2018

Public Service Commission

NOVA SCOTIA

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Budget 2017–2018: Business Plans

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Message from the Minister of the Public Service Commission

The Public Service Commission (PSC) provides human resource and employee relations support to government departments, agencies and workers as they deliver the programs and services that Nova Scotians need.

This report outlines the actions and performance measures that will help the PSC reach its goals and help government provide the best possible services to Nova Scotians. Core function areas such as Client Service Delivery, Labour/Employee Relations and Benefits, Corporate Business Development and Support, and People and Culture guide the work the PSC does to help government provide a consistent and top-notch public service.

Becoming more innovative is the only way to standout in the crowd. That's why we are moving beyond what is familiar and weaving creative solutions into everything we do. Like our recently launched modern job posting service that will allow job candidates to more easily apply for jobs in the Nova Scotia public service and help attract the best candidates. Or our FlexNS program, which offers creative solutions for our employees who need more flexibility in their careers.

The PSC is committed to developing an engaged and productive workforce to support government's priority goals and to improving client service delivery through accountability and engagement.

The department will continue to focus on attracting and retaining younger workers by using innovative hiring processes and social media and implementing initiatives centered on talent management and succession planning.

The PSC will also continue the important work of creating a more diverse and inclusive workplace through its Raising the Bar and Pride in the Public Service strategies.

This report includes valuable information and insight into the PSC's 2017-2018 business plan. Thank you for taking the time to read it and learn more about our goals, both now and in the future.

Sincerely,

Original signed by

The Honourable Tony Ince
Minister, Public Service Commission

Public Service Commission's Mandate and Core Functions

As an internal service provider, the PSC plays a corporate support role to government departments and agencies. Our department mandate is to ensure that the Nova Scotia Government has the human resources required to manage, create and deliver excellent, high-quality programs and services to citizens. We achieve this by developing, implementing and evaluating corporate human resource policies, programs, services and standards. In addition, the PSC is the government's agent for collective bargaining with unions that represent direct government employees and provides advice to government on collective bargaining in the broader public service.

The PSC collaborates and holds partnerships with other areas of government and/or agencies outside of government, including the Nova Scotia Health Authority, IWK and school boards. In 2016, we partnered with Dalhousie University and the Nova Scotia Community College (NSCC) to advance our leadership development programs that are offered to government employees. We also work closely with organizations such as Easter Seals and Immigrant Services Association of Nova Scotia (ISANS), who provide training and work placement opportunities for their community members. Additionally, the PSC participates on various Canada-wide interjurisdictional committees centered on engagement, diversity, psychological health and safety, and classification, compensation, and labour relations.

Public Service Commission Minister's Mandate

The PSC focuses on two key deliverables as outlined in the 2015 Minister's Mandate Letter from the Premier. The first is to monitor and ensure progress on youth-friendly employment in the public sector. Since 2015, government has been demonstrating its commitment to recruiting the next generation of workers into the Nova Scotia Public Service. Initiatives such as "Experience through Opportunity" and the development of a new corporate website called "Make it Here" that were developed in 2016, have helped to create awareness and promote employment opportunities for younger workers who are looking to enter the public service. Since launching these initiatives, government departments have hired approximately 1,500 employees aged 35 and under into the public service. In 2017-2018, the PSC will continue its commitment to the attraction and retention of younger workers by discovering innovative ways to advance our hiring processes, reduce barriers to entry, and improve the marketing/visibility of government opportunities through various social media channels.

The second area of focus in the Minister's mandate letter is to implement the corporate human resources plan, including initiatives centered on talent management and succession planning.

Since 2015, the PSC has been working on the development of "*HR by Design*." This tool will establish human resources (HR) planning as a means for departments to prioritize resources that are based on their most essential needs to deliver the programs and services that help achieve department mandates and government priorities. In 2017-2018, the PSC will continue to provide further support for departmental HR planning, improve access to relevant human resource data, and focus on talent mobility and succession planning initiatives across government.

Public Service Commission Core Functions

In addition to our Minister's Mandate, the PSC is also guided by two main internal organizational outcomes based on our core functions. The first is to "*develop an engaged, productive workforce to support government's priority goals*." The second is to "*improve client service delivery through accountability and engagement*." To attain these outcomes, the PSC's core functional areas and their corresponding work units (below) undertake a multitude of innovative projects, including: developing key corporate workplace strategies; delivering essential human resource programs and services; and performing the day-to-day human resource functions that departments and employees rely on to effectively deliver programs and services to the citizens of Nova Scotia.

During the 2017-2018 fiscal year, the PSC will work to achieve our Minister's Mandate and our outcomes that support our core functions by completing the actions outlined in the next section of this report.

Strategic Actions to Achieve our Minister's Mandate and Core Functions

This section outlines the initiatives, programs, and services that will be undertaken in fiscal 2017-2018 to achieve and/or advance our Minister's mandate and core functions. These actions are funded and resourced within the Public Service Commission's existing budget and human resources.

Minister's Mandate	Action	Performance Measures
	Continue to focus on the attraction and retention of younger workers to the public service by discovering innovative ways to advance our hiring processes, reducing barriers to entry, improving the marketing and visibility of government opportunities through various social media channels, and building stronger programs/partnerships that encourage government departments to utilize career-fairs, co-operative/internship positions, and other youth-friendly employment initiatives within the public sector.	- 5% of all new hires to the public service will be younger workers. - Participation of younger workers (aged 35 and under) who are gaining public service experience through the various enhanced employment programs under the government's younger worker initiative.
	Continue work to support the human resource needs of departments by implementing "*HR by Design*," with a focus on improving access to relevant human resource data, talent mobility, and succession planning initiatives.	- Percent increase in the corporate Talent Capacity Index as per the "How's Work Going?" employee survey and other similar survey toois.

Core Function	Action	Performance Measures
	Continue evaluating the effectiveness of PSC client services, refine HR processes using lean practices, create internal service standards and measures, and advance technology solutions to assist client service provisions (e.g. MyHR, SuccessFactors). Work with government partners (LAE, ISD) to increase collaboration with the Worker's Compensation Board (WCB) to refine processes, better manage WCB related issues, increase injury prevention opportunities with client departments, improve the Return to Work rate for employees in receipt of WCB benefits, improve WCB data reporting and share with client departments, and develop a Service Level Agreement between WCB and the province.	- Number of service standards defined. - Percent of clients who describe their service as "satisfied." - Number of days between client decision to fill vacancy and competition completed posted on new recruitment website (SuccessFactors). - Number of HR and WCB processes refined and documented - Increase in number of employees Returning to Work. - Real time reporting of an employee's absence by manager. - Number of client users of MyHR as a client self-service channel.
	Continue to implement the provincial labour relations strategy through direction, support and advice to employers. Continue to consult with employers and unions in the various sectors within the broader public sector to find innovative and efficient approaches for bargaining.	- Number of negotiated and ratified collective agreements that align with the public service sustainability mandate. - Reduction in time to settle collective agreements.

Core Function	Action	Performance Measures
Corporate Business Development & Support	Continue implementing the recommendations outlined in the HR Policy Review Action Plan to update, streamline, and modernize corporate human resource policies. Initiate work on digitizing personnel records.	- Percent of completed policies reviews based on the HR Policy Review Action Plan. - Development of a project charter and action plan for digitizing personnel records.
People & Culture	Continue the implementation of the corporate diversity and inclusion strategy, "Raising the Bar," by focusing on the following priority areas for improvement: diversity related learning and development offerings; related policies; implementing the trans and gender variant guildeines; and leveraging opportunities for greater inclusion of designated groups in the public service. Continue the implementation of the 2015-2018 corporate employee engagement strategy, "Pride in the Public Service," by: developing programs for management engagement; administering "How's Work Going?" employee survey; continuing to work on anti-stigma/self-awareness mental health training; supporting implementation of FlexNS.	- Percent increase in representation of designated groups within the public service using the "Count Yourself In" census tool. - Increased awareness and enrollment in diversity and inclusion related learning and development offerings. - Number of positions filled by designated group applicants. - 3,000 public servants have received "The Working Mind" and the "Road to Mental Readiness" (R2MR) training programs by end of fiscal 2017-2018. - Improved access to corporate information for all public service employees. - Enhanced internal and cross departmental communications. - Supported regular two-way communication between leadership and employees.

Department Expenses Summary

Departmental Expenses Summary
($ thousands)

Programs and Services	2016-2017 Estimate	2016-2017 Forecast	2017-2018 Estimate
Client Service Delivery	7936	7522.3	7936
Employee Relations	1926	1966.0	1926
Office of Commissioner	490	383.2	490
People and Culture	2821	2727.4	2821
Corporate Business Development	6043	5855.2	6043
Total - Departmental Expenses	**19,216**	**18454.7**	**19216**
Ordinary Recoveries	0	72	28
Funded Staff (# of FTEs)			
Department Funded Staff	192.4	184.2	189.4

Note:
For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1